

Agreed

Terms of Reference for the
Industrial Register Review Panel
ORR-OSI-PIC

16 March 1959

The Problem

To review the services performed for the DD/I producing offices by Industrial Register in light of changing priorities, intelligence problems, analytic techniques and in light of possible budgetary and manpower limitations. To estimate the real potential of the Industrial Register for providing various kinds of services to the DD/I Offices. To establish the priorities and general importance of present IR services. To establish significant trends in customer needs for IR services and in IR service capabilities. To determine what adaptations and additions to IR services are warranted. And, to make appropriate recommendations regarding the above.

Assumptions

The Panel will assume that OGI's interests will be reflected by the views of the more directly concerned substantive research offices. However,

representatives of OCI and of other Agency components may be asked to comment on the initial draft of the Panel's findings.

Scope

The Panel will not consider non-DD/I services of the Industrial Register, except as these may throw light upon general priorities or upon trends in IR support to the DD/I producing offices.

General

The re-examination of the role and mission of the Industrial Register should take place within the full context of the intelligence process. This will require the collection and analysis of several different sets of facts and related judgments. These related generally to (a) current IR services and IR's service potential; (b) customer needs, current and potential; and, (c) customer use, current and potential. In terms of where we can best obtain the needed information, the following groupings appear to be valid:

- a) those facts which IR can provide
- b) those facts which the customer offices can provide, and
- c) those facts, and related determinations and judgments which
can best be arrived at jointly.

In order to facilitate the orderly assignment of responsibilities for the collection and analysis of the relevant data, the party of primary responsibility (PPR) will be listed in the right margin. This designation is mainly to pin production responsibility. Any one else may contribute to the extent he wishes. Since it is the Panel's desire to stay in general time phase with the broader DD/I Survey Task Force, we should probably point toward completion of our initial draft 60 days hence.

I Industrial Register Services

PPR

What is the basic relationship between IR and the DD/I offices?

IR

What are the specific kinds of service provided for these offices?

What is the balance of use among these various services for the entire DD/I? For the individual offices? Which office or subsidiary unit makes the greatest use of each separate kind of service? The least? What is the balance between the DD/I and non-DD/I

for total IR services? For individual IR services? What are the significant trends in the above over the past several years? What is the general line of these trends? To what do they appear to be

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II Industrial Register Potential

PPA

Is IR currently performing services for the producing
Offices up to its full capability? If not, what additional
services might be provided? Would these additional services
call for any modification in present services or geographic
coverage? Any change in relationship between IR and the
customer Offices? Would these additional services cause
a slow-down in general IR services?

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What is the nature of these additional services? In
what fields would they fall? Direct research support? Col-
lection guidance support? Diverted customer office respons-
ibilities? Would they be across-the-board? Problem, area, or
special project oriented?

What plans are underway to miniaturize IR holdings
and/or to mechanize present IR functions or procedures?
What would be the probable impact on IR service potential in
terms of speed or response, area or extent of response, total
workload capacity? Would these affect the nature of the service

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IR could perform? What is the general nature and probable timing of these planned innovations?

III Possible Limitations on IR Services

PPR

What is the probability of any budgetary or manpower limitations on IR? What is the estimated timing? What form are they likely to take? What discretion will probably remain to IR in applying any limitations or reductions? How would IR make such applications? Proportionate slice across-the-board? Elimination of selected services? Reduction of coverage? Slow-down in services provided? Are there any plans presently contemplated for expanding certain services at the expense of others? Have any major adjustments in IR services been made during the last few years? What has been the net impact of these changes?

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IV IR General Importance

What is the general importance of IR services to your Office production? To individual divisions and smaller units?

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In relation to your major intelligence problems, such as, guided

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missiles, Soviet Economic growth, Soviet enigmas, nuclear energy, Soviet economic penetration, etc? What is the general importance of IR to your Office for more routine, yet important, work, such as, contributions to NIS, status research reports, requirements background and special targeting studies? What is the importance of the total IR service in relation to all subjects covered by your Office?

V Priority of IR Services

PFR

What is the relative importance of each major IR service to your entire Office? Are there significant variations among office components? Please specify. Are there significant groupings? By related services? For geographic areas? Intelligence Problems? Can importance be measured entirely by extent of use? No. of uses? How important is the "stand-by" function of IR to your Office? Which services should be expanded? By specific function? Geographic area coverage? What services can be stopped without seriously impairing support to your Office?

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Please rank in rough order of priority the various services performed for your Office.

VI Use Patterns for IR Services

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Is the general IR use pattern fairly consistent throughout the past several years? Evenly spread throughout the DD/I? Your Office? Are there wide variations in time? Within the organization? Are there any apparent trends in the use patterns? What appear to be the causes and the forward movement of these trends? What are the implications of the above for IR services?

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VII Changes in Substantive Intelligence Priorities

What significant changes have occurred in the relative importance of substantive intelligence priorities in your Office over the past ten years? Five years? Three? Have these occurred quickly? Slowly? What changes have occurred in the character of your major intelligence problems during the past 10, 5, 3 years? Do these changes accumulate into trends? What appears to be the general forward movement of

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these trends? What are the implications of these for the kind of research support which your Office will need in the future?

VIII Changes in Information Needs, Analytic Approaches

PPR

What changes have, occurred in the character of the information needs of your Office during the past 10, 5, 3 years?

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What has been the cause of these changes? The accumulation of knowledge? The acceptance of new responsibilities? Elimination of or separation from old responsibilities? What has been the impact of any of the above on the kind and extent of research support needed. What significant changes have occurred in broad analytic approaches used by your Office? Do these derive from the nature of available information? The character of the intelligence problem? Analytic maturity and resourcefulness? How is the development of automation equipment influencing these broad analytic approaches? What are the implications of the above for the character of the research support needed by your

Office?

IX Changes in IR Service

PPR

What changes in IR support services appear to be warranted in light of the foregoing? What organization components are involved? What are the general timing and order of importance of these changes? Do these changes involve procedures, form, substance, geographic coverage, mechanization, IR-customer relations?

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